

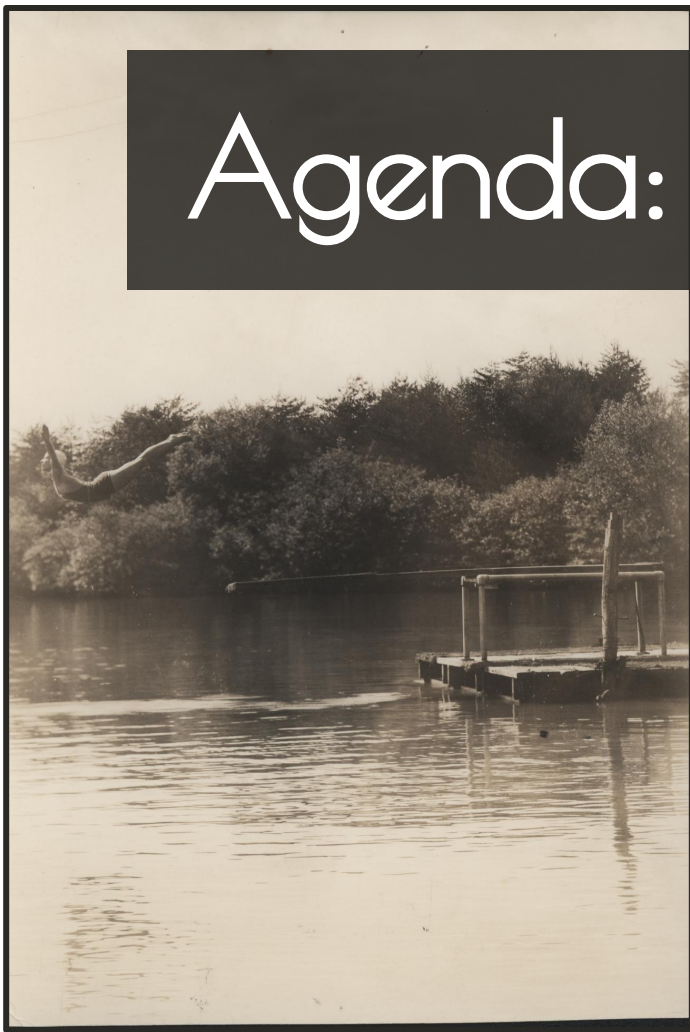


Navigating the Storm: Leadership in Times of Crisis

Katie Glaeser | Library Asst. Director, Sweet Briar College

Agenda:

- Focus on the Mission
 - Acknowledge the crisis
 - Realign library priorities
- Changing Behavior
 - Clarity Precedes Competence
 - When you can't Lean In, Lean Six
- Information & Communication
 - Maintain Transparency
 - Manage Expectations
 - Rumors & Info Lit
- Lead with Care
 - Gather the team closer
 - Use your reference skills
 - Prioritize the welfare of team members



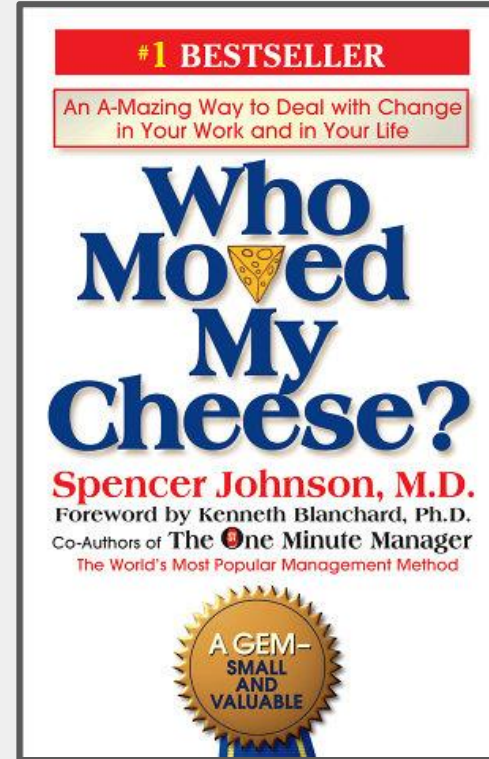
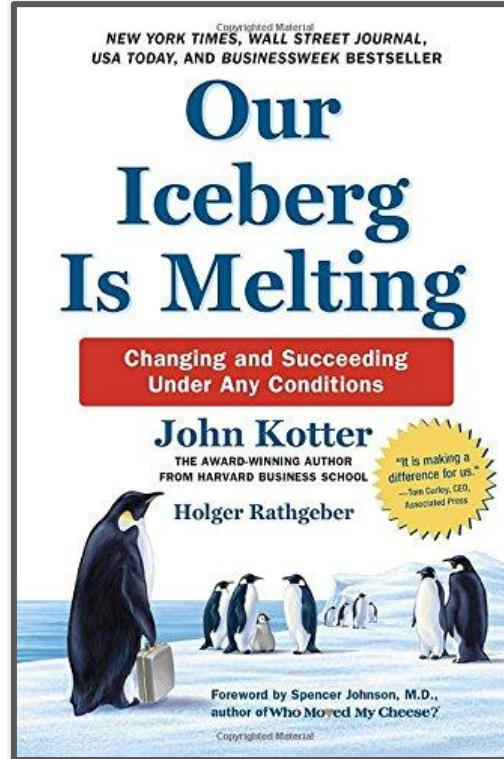


Emergency Toolkit:

1. Remain calm
2. Focus on the mission
3. Prioritize the welfare of others

Emergency Toolkit:

- Required Reading:





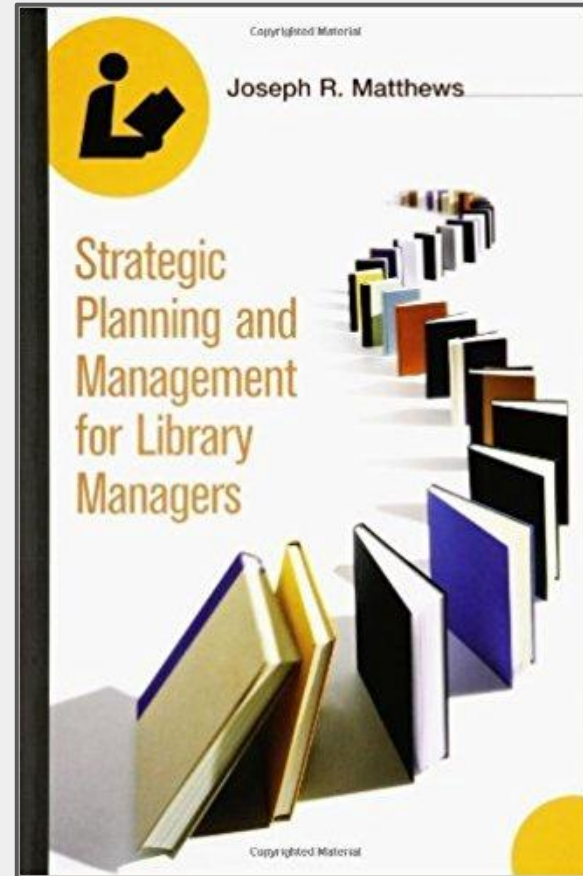
Focus on the Mission

- Acknowledge the crisis
- Realign library priorities with the new needs of your organization
 - Assess the new situation
 - Institutional context & priorities
 - Library resources & potential
 - SWOT Analysis



Focus on the Mission

- Required Reading:



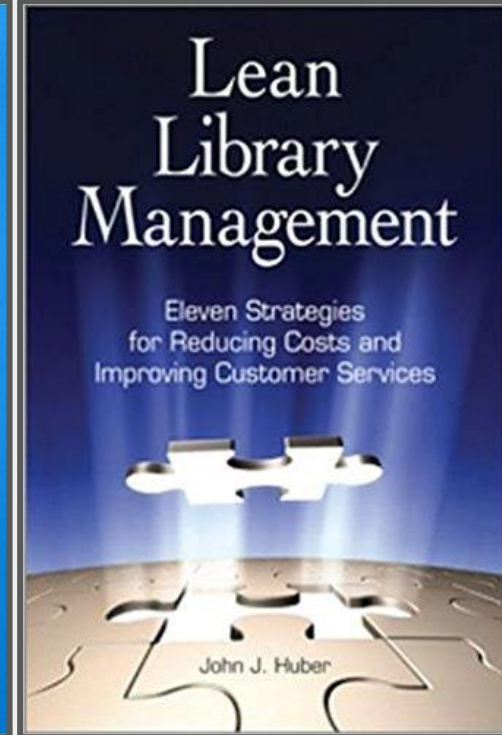
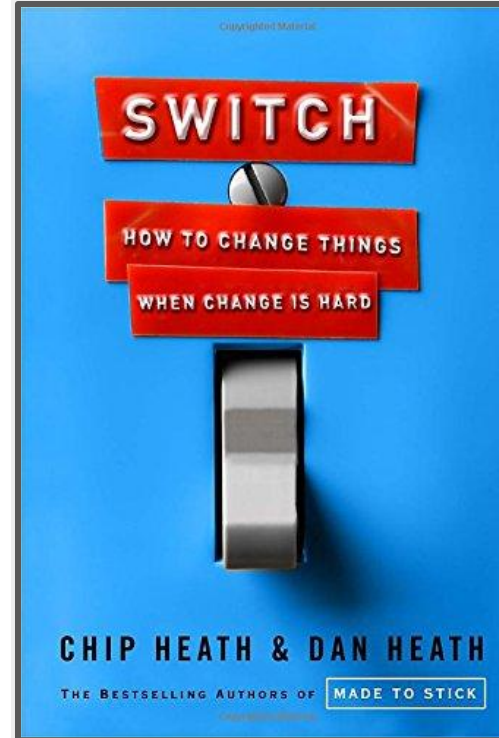
Changing Behavior

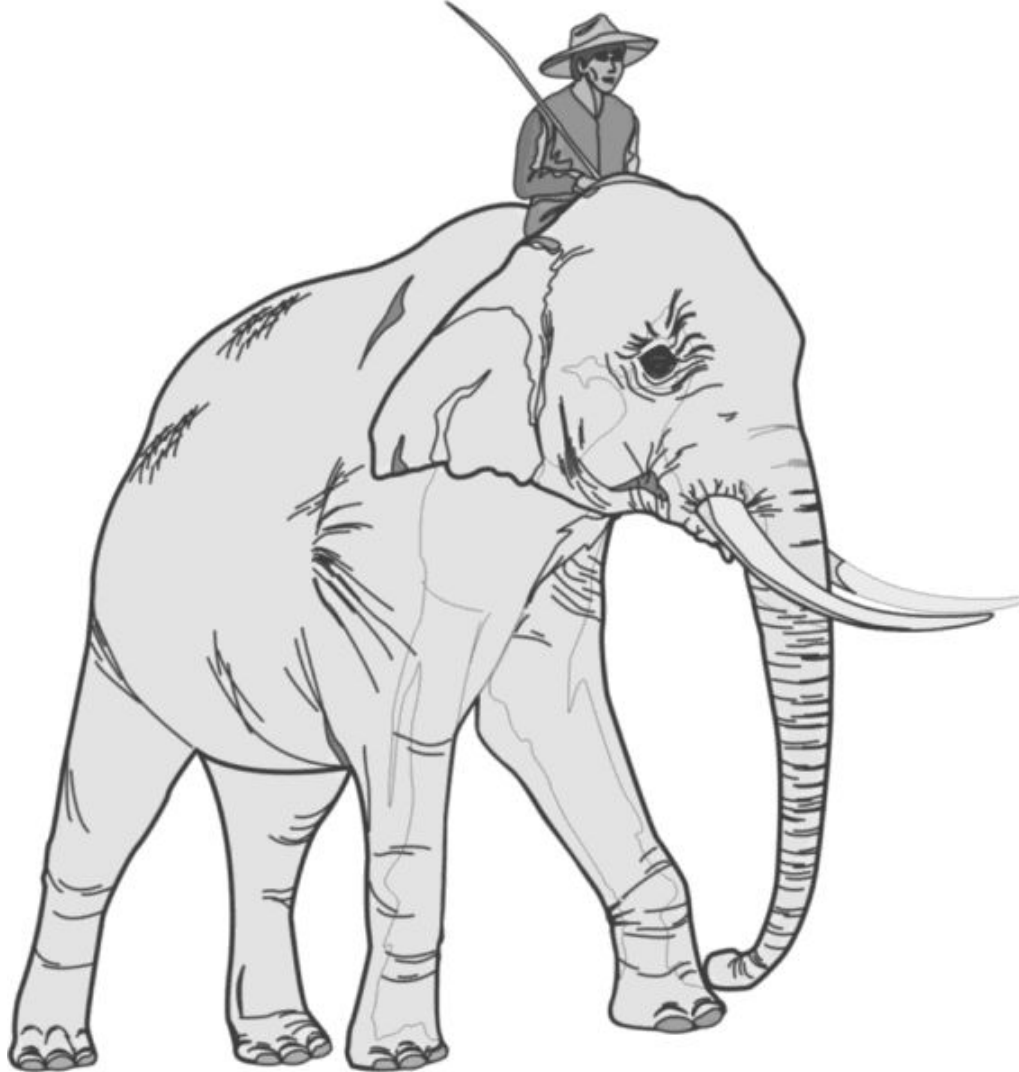
- Clarity Precedes Competence
- When you can't Lean In, Lean Six



Changing Behavior

- Required Reading:





- Direct the Rider
 - Clear Direction
 - Reduce “analysis paralysis”
- Motivate the Elephant
 - Appeal to the emotional “gut check” as well
- Shape the Path
 - Tweak the environment
 - Remove obstacles

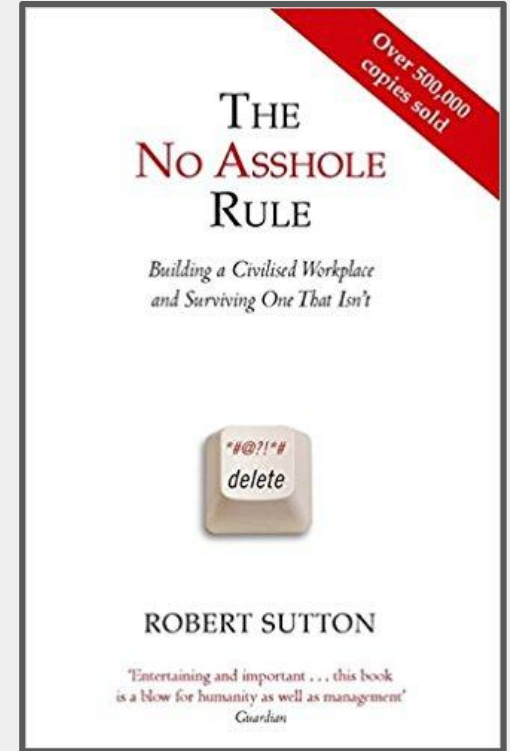
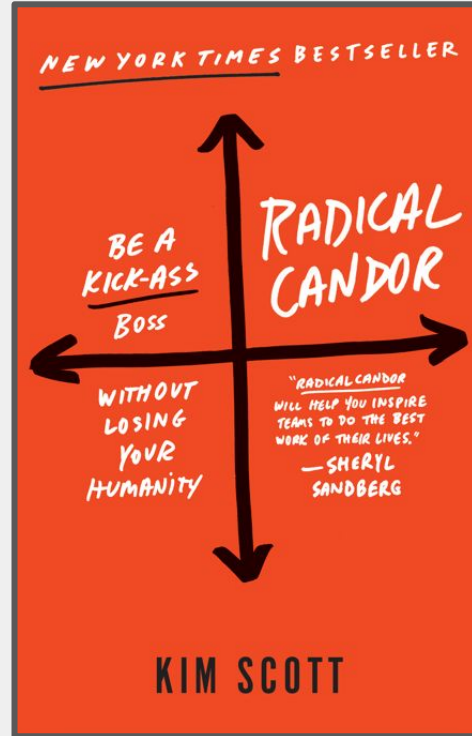
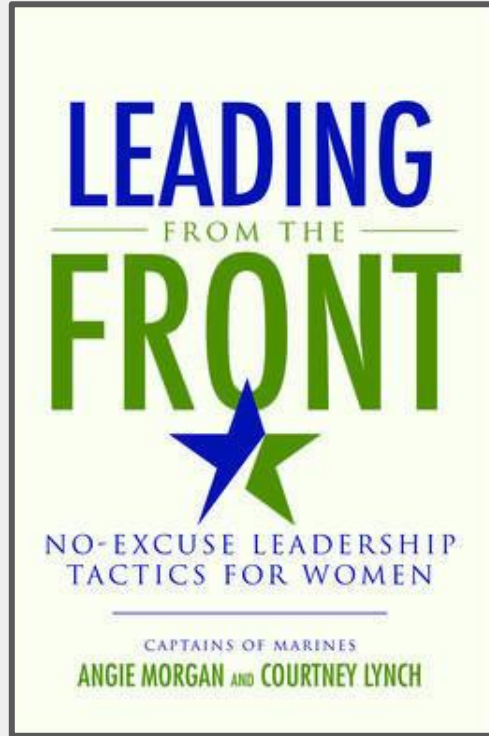


Lead with Care:

- Gather your team closer
 - Mutual reliance
- Use Reference Skills
 - Competing Commitments
 - Diagnose & respond to the actual (unspoken) questions
- Prioritize the welfare of others
 - Are jobs secure?
 - How do we build morale?

Lead with Care

- Required Reading:





Lead with Care:

- Gather your team closer
 - Mutual reliance
- Use Reference Skills
 - Competing Commitments
 - Diagnose & respond to the actual (unspoken) questions
- Prioritize the welfare of others
 - Are jobs secure?
 - How do we build morale?



Information

& Communication

- Maintain Transparency
- Manage Expectations
- Rumors & Info Lit



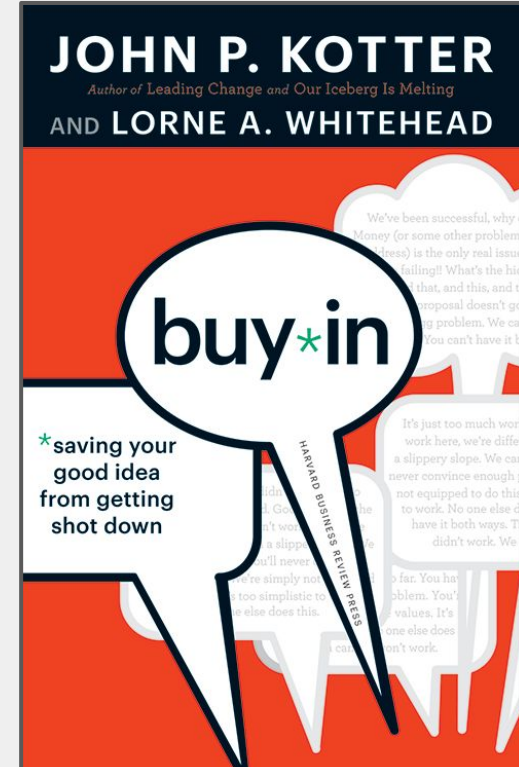
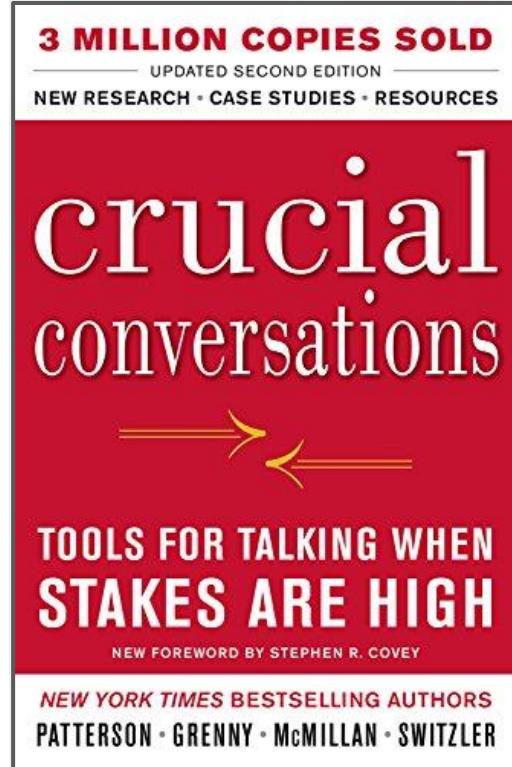
Information & Communication

- Maintain Transparency
- Manage Expectations
- Rumors & Info Lit



Information & Communication

- Required Reading:





Summary:

- Focus on the Mission
- Changing Behavior
- Lead with Care
- Information & Communication

Emergency Toolkit

- Remain Calm
- Focus on the Mission
- Prioritize the Welfare of Others

Questions?



References

- “Breaking Ground,” *Archival Photos from Mary Helen Cochran Library*, <https://cochranlibraryarchive.omeka.net/items/show/4>.
- Heath, C., & Heath, D. (2010). *Switch: How to Change When Change is Hard*. New York, NY: Broadway Books.
- Huber, J. (2011). *Lean Library Management: Eleven Strategies for Reducing Costs and Improving Customer Services*. New York, NY: Neal-Schuman Publishers.
- Johnson, S. (2007). *Who Moved My Cheese?*. Alexandria, VA: Alexandria Library.
- Kegan, R., & Lahey, L. (2001). The Real Reason People Won't Change. *HBR'S 10 Must Reads On Change*, 77. Retrieved from <http://ceewl.ca/12599-PDF-ENG.PDF#page=78>
- Kotter, J. (2010). *Buy-In: Saving Your Good Idea from Getting Shot Down*. Boston, Mass: Harvard Business School Press.
- Kotter, J., & Rathgeber, H. (2016). *Our Iceberg is Melting: Changing and Succeeding Under Any Conditions*. New York, NY: Penguin.
- Matthews, J. (2005). *Strategic planning and management for library managers*. Westport, Conn: Libraries Unlimited.
- Moores, W. Huston, “Student Walking outside the Library, 1945,” *Archival Photos from Mary Helen Cochran Library*, <https://cochranlibraryarchive.omeka.net/items/show/178>.
- Morgan, A., & Lynch, C. (2006). *Leading From the Front: No-Excuse Leadership Tactics for Women*. McGraw-Hill.
- Patterson, K., Grenny, J., McMillan, R., & Switzler, A. (2012). *Crucial Conversations: Tools for Talking When Stakes are High* (2nd ed.). New York: McGraw-Hill.
- Schmoker, M. (2004). Learning Communities at the Crossroads: Toward the Best Schools We've Ever Had. *Phi Delta Kappan*, 86(1), 84-88. <http://dx.doi.org/10.1177/003172170408600114>
- Scott, K. (2017). *Radical Candor: Be a Kick-Ass Boss Without Losing Your Humanity*. New York, NY: St. Martin's Press.
- “Student Browsing the Music Collection, 1954,” *Archival Photos from Mary Helen Cochran Library*, <https://cochranlibraryarchive.omeka.net/items/show/86>.
- “Students on Ice, 1918.” *Archival Photos from Mary Helen Cochran Library*, <https://www.flickr.com/photos/cochranlibrary/34393268386/in/album-72157680670169382/>
- “Students on a Library Tour, 1958,” *Archival Photos from Mary Helen Cochran Library*, <https://cochranlibraryarchive.omeka.net/items/show/93>.
- “Student Rider Jumping, circa 1930.” *Archival Photos from Mary Helen Cochran Library*, <https://www.flickr.com/photos/cochranlibrary/13924662945/>
- “Student Studying in the Stacks, circa 1950.” *Archival Photos from Mary Helen Cochran Library*, <https://www.flickr.com/photos/cochranlibrary/13902330858/>
- Sutton, R. (2011). *The No Asshole Rule: Building a Civilized Workplace and Surviving One That Isn't*. London, UK: Piatkus.
- Virginia State Chambers, “The Circulation Desk, 1948,” *Archival Photos from Mary Helen Cochran Library*, <https://cochranlibraryarchive.omeka.net/items/show/64>.

